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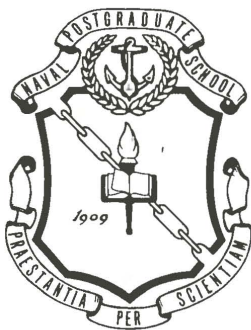
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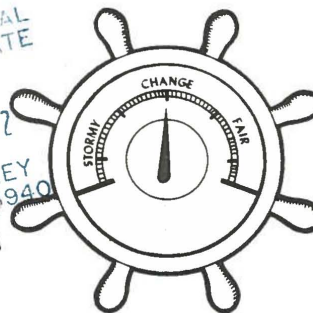
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# *The* BAROMETER



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WEEK OF 21 FEBRUARY 1972

EDITOR:  
LCDR THOMAS J. LOFTUS  
SMC #2034

The BAROMETER is a student newspaper for the exchange of ideas and information concerning the development and improvement of the professional environment at NPS and within the U. S. Navy.

OFFICERS, FACULTY, STAFF and WIVES  
are invited to contribute articles  
of interest to the BAROMETER,  
c/o The Editor.

#### NEW PROFESSIONAL ORGANIZATION INITIATED AT NPS!

The National Contract Management Association (NCMA) is the newest of the national professional organizations which have chapters here at the Postgraduate School. This Letter to the Editor explains some of the details of the new chapter:

#### TO THE EDITOR:

Recently a small group of students and faculty who share a common professional interest in Defense Acquisition Management, joined together to form the nucleus of what will soon be the Monterey Peninsula Chapter of the National Contract Management Association (NCMA). We would like to take this opportunity to extend an invitation to each member of the NPS community to consider membership in this educational organization.

The question must surely arise as to why, at a graduate school offering such varied curricula, it should be necessary to join yet another, separate educational endeavor. The reasons are both numerous and compelling. For the officers in technical programs who expect to engage in government contracting, NCMA provides a vehicle by which they can bridge a critical gap in their educational preparation; through its many programs and publications, NCMA can expose those issues which are most pressing in the field of Defense Contracting. For students in management curricula, NCMA will provide continuing education in Defense Acquisition Management to assist those officers in retaining the benefit of their education and in keeping current in the field.

The charge is often directed at military managers that they are "transitory management"; that each relieving officer must not only be trained in the specifics of his position, but frequently he must be brought up to speed on issues that are common knowledge in the field. NCMA can certainly help shorten this retaining period and reduce the disorientation that officers experience when they enter the acquisition/contracting arena.

The benefit of NCMA membership to the NPS faculty is even more readily apparent. NCMA meetings, journals, and symposia can provide current information on crucial issues in the government/industrial interface which are frequently of concern to the student officers. Relevance of course material in many subjects could be enhanced by consideration of the topics being discussed in the NCMA Journals.

It is our hope, in instituting the NCMA chapter in Monterey, to be able to provide a varied program drawing on both industry and DOD sources, starting with our first regular (luncheon) meeting 1 March 1972 and continuing at least monthly thereafter. We invite your participation and encourage you to join a professional organization which includes some of the top leaders in the Department of Defense and Defense Industries, for mutual education and understanding. Lastly, we hasten to add that those applying for membership by 23 February will be charter members of the Monterey Chapter.

There will be an opportunity for you to ask questions and receive more information about NCMA in the days ahead. Members will be available with literature and membership applications Tuesday 22 February 1200-1300 in I-221. If you cannot attend, please feel free to contact any of the membership committee at the numbers listed below.

Sincerely,

LT Phil Coady, 384-6173  
LT Bill Harmon, 375-2789  
LT Dennis Miller, 373-5835

#### SUMMARY OF RESULTS OF Z-GRAM QUESTIONNAIRE

In the 8 Nov 1971 edition of the BAROMETER the Naval War College questionnaire on the effect of Z-gram programs was distributed to the officer students, faculty and staff at NPS. Participation was voluntary but encouraged for all naval officers and the questionnaire was distributed to the officers of other services for information. Replies were received from 328 students, 4 staff and 2 faculty. The average respondent has been in the Navy for from five to ten years, is a lieutenant or lieutenant commander, and has had from three to five years sea duty. His highest shipboard position was department head, or the equivalent. The various communities were represented with one third of the replies coming from surface line officers, one third from aviation oriented officers, and the remaining third from submarine, supply and ED specialties. A surprising number of respondents (33%) have had some enlisted experience.

The methodology of the questionnaire was twofold: multiple-choice questions (90% of the total number of questions) were included to test the opinion of the majority, while several open-ended questions were included to obtain suggestions which may not agree with the majority opinion, but which had merit in themselves. Because of the division of method, the summary of questionnaire results will be published in two separate issues, with this issue being devoted to the multiple-choice questions.

The multiple-choice questions were structured and the answer sheet designed so that the data could be readily programmed for a computerized statistical summary. This program listed each questionnaire response on a single data card and printed each of the responses followed by a listing of the frequency with which each answer was given. First the questionnaires were assigned a number in the order in which they were received and then they were processed in questionnaire order. Then the cards were sorted into year group order, and each year group was tabulated separately.

The multiple-choice portion of the questionnaire can be grouped logically into five categories: Enlisted Programs, Officer Programs, Morale and Support Programs, General Effect of Z-Grams and Command Appeal. Each will be treated separately.

There was substantial support for the Z-gram changes in Enlisted Programs with an indication that these changes were necessary, but at the same time, that Z-grams would not solve all the problems in this area. While military effectiveness will be aided overall, not all of the changes will improve morale. The greater majority of those responding (67%) felt that the impetus from above was the only way such substantial changes would have occurred, but the changes in policies of dress should not be expected to significantly change military effectiveness.

According to the survey officer policy changes have addressed some significant problems and will promote greater efficiency and morale among junior officers but junior officer retention is only one of the serious problems facing the Navy today (according to 70%). The programs instituted by the Z-grams were of value to the Navy as a whole but did not personally affect many of those responding to the questionnaire. There was general agreement (80%) that the Navy should provide greater opportunity for deep selection for truly outstanding officers, but there was a complete lack of agreement as to which promotion policies should be followed in these days of force reduction. Forty-one percent preferred maintaining present promotion percentages by splitting year groups, while 43% were willing to accept a smaller rate so that the time in grade could be maintained. There was similar division of opinion as to whether the middle grade officer and petty officers are being written off by the current emphasis on youth.

When asked what type of graduate education they preferred, 50% of the officers responses indicated they preferred civilian institutions but a similar percentage said they didn't believe the type of school they attended would affect their careers.

Changes in leave and liberty policies were a pronounced improvement which will have some positive effect on morale (67%) and which will have a neutral to positive effect on overall readiness (40% neutral, 42% positive). At the same time the guidelines promulgated by the Z-grams in this area have allowed the local commander to implement his own policies (75%).

In the area of improvement of such support activities as exchange, shore station habitability, and various sponsor programs, the study showed general agreement that the changes were both necessary and beneficial. A large percentage (80%) felt that the studies being conducted by the newly-organized Pers-P were necessary and 50% felt that this study groups proposals would be implemented.

The questionnaire identified several problems as significant reasons for a decrease in the attraction of command. Principal among these were excessive guidance and supervision from superiors (55%), availability of resources with which to carry out requirements (57%). Risks inherent in command and burdens assumed with command responsibility were not considered significant (15, 10% respectively). Several suggestions were offered to improve command appeal: greater emphasis on level of performance rather than the type of command (70%), greater availability of resources (61%), greater flexibility for commanders within general policies of superiors (56%), along with a greater receptivity upon the part of superiors for the suggestions of commanding officers (55%). A majority (58%) felt it is important to eliminate swiftly poor performers but increased fringe benefits for Commanding Officers was not considered important (29%). There was a general feeling that poor performers should be weeded out and the remainder trusted and listened to.

In their general attitude toward the Z-gram programs the officers responding felt the programs have identified most but not all of the more important problems (60%), have provided adequate to good solutions (68%). Significantly eighty per cent felt that the local commanding officers should not be left to formulate their own policies in the areas addressed by the Z-grams but that Navy-wide directives should deal with those problems. It was considered by fifty per cent that the non-rated enlisted and junior officer personnel would benefit most from the Z-gram policies, but another 45% felt that all Naval personnel would benefit to some degree. The changes are occurring at about the right pace (55%) but have only a moderate effect upon retention (51%). The officers responding to the questionnaire based their answers on their reading of many to all of the Z-grams and considered themselves familiar with the changes promulgated. They felt that much of the dissatisfaction with Z-grams was due to natural resistance to change (70%) but that, after a transition period, the attitudes will smooth out somewhat (64%).

In summary the greater majority of the officers involved in the survey (88%) agree that the overall direction of the Z-grams is the right way to go.

EDITOR'S INVITATION:

Anyone who did not respond to the questionnaire when it was circulated in November who is interested in responding to one or more of the open-ended questions repeated below is invited to submit his answer to my box, SMC 2034. Of course, replies to or comments on this summary are also welcome.

The following questions are open-ended, that is, they seek your own response to the ideas or questions presented. Although brevity is desirable, please write at whatever length is necessary to make your response complete.

75. What is your overall, general reaction to the Z-grams? What do you feel the results of these programs will be, and what implications will they have on policies in other areas?
76. What do you believe the purposes or objectives of the Z-grams are? Do you believe these programs will achieve these objectives? What alternatives or other measures do you believe might better achieve these objectives?
77. Many officers believe that command is not as attractive today as it has been or should be. Is this so? And if so, what do you think has caused the situation?
78. How would you go about enhancing the desirability of command? What specific steps would you take?
79. Do you believe that the junior officer is challenged enough to make him believe that his work is worthwhile? What specific steps would you recommend to enable the junior officer to feel that he is needed and that he is achieving something?
80. Do you believe that senior officers (commander and above) understand the true needs, wishes and attitudes of the junior officers with whom they work? Is there a realistic two-way communication of convictions between the two levels of officers? What specific steps can be taken to establish and maintain this line of communication?